

LARGE SCALE TRANSFORMATION

*Trillions spent... little gained.
Here's how transformations actually succeed.*

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W H O W E A R E

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Jonathan Baker
Enterprise Transformation Leader | Executive Advisor | Co-Founder

Jonathan is a global people and transformation leader with over 15 years' experience advising executives and rising leaders across financial services, pharmaceuticals, automotive, retail, and government.

He has partnered with C-suite and senior leadership teams at some of the world's most complex organisations — including AstraZeneca, HSBC, Citi, Santander, ARM, Schroders, Jaguar Land Rover, HMRC, and NatWest — designing and leading enterprise-wide transformations that delivered billions in value, tens of millions in cost savings, and major performance uplift across various levels of employees.

Prior to management consulting, Jonathan held senior HR and organisational roles at Citigroup and General Electric, giving him a rare combination of human depth and commercial rigour.

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\$3.5T

2026 Market Size

\$3.6T

France
GDP

\$2.9T

Top 10
Wealthiest
Peoples Net
Worth

~6xs

Cost of the
US Bailout
(\$498B)

84%

Fail to deliver intended outcomes

An 84% Fail Rate in Most Contexts Would Trigger an Immediate Reset

Should the spend stop?

YES.

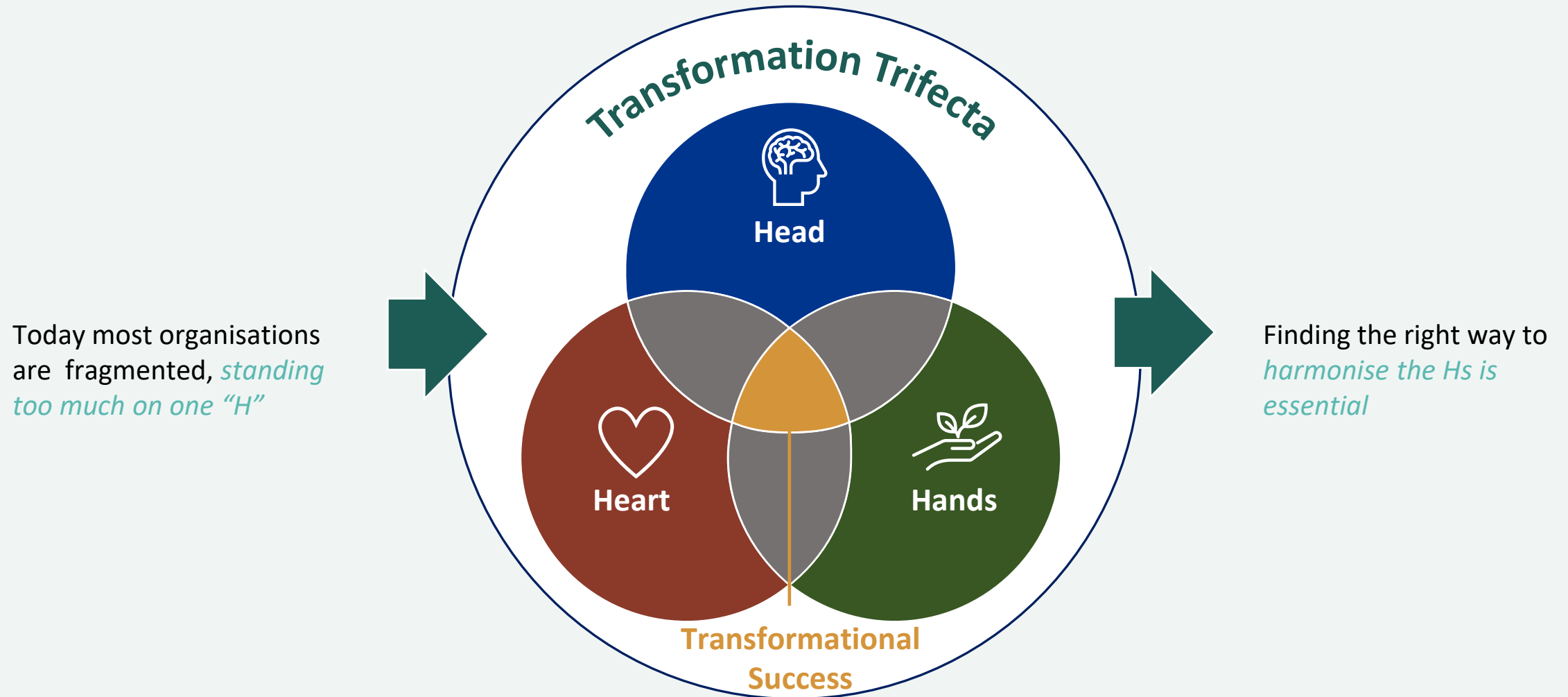
The spend is going towards the wrong things, towards consultancies that advise on the wrong interventions and a workforce that cannot sustain the change.

NO.

If companies stop spending and investing in change, they stand to get bypassed in the innovation and automation arms race.

20 years of transformational work in 20 mins

Twenty years of wins, losses and learnings has made me realise transformation mandates three areas of change



Step 1: *Head* in the Game

Organisations with strong strategic alignment are 4x more likely to outperform peers, with 30% higher revenue growth.



Head

Scoring Key:

1 = Strongly Disagree

5 = Partially Correct/Incorrect

10 = Strongly Agree

Do This:

Score each row, add the two columns, divide each by 5.

Elements	Description	Score (1–10)	Utilisation
Strategic Ambition / Future State	A documented vision of where the organisation is heading — clear enough that every team connects their work to it.		
Benefit Case (ROI/Value/Cost of Delay)	A living business case quantifying expected returns, mapping investment to outcomes, and tracking the cost of delay.		
Organisational OKRs/KPIs	Company-wide Objectives and Key Results cascaded from strategy, with leading indicators that signal progress early.		
Trx Roadmap / Lean Portfolio Priortisation	A structured process for ranking initiatives by strategic value and capacity — stopping low-value work to protect what matters.		
Value Monitoring	Regular review of whether delivered work generates anticipated outcomes, with clear escalation when it does not.		
Total		Sum ÷ 5	Sum ÷ 5



Step 2: *Heart* felt change

When leaders visibly role-model the change, transformations are 5.3x more likely to succeed.



Scoring Key:
1 = Strongly Disagree

5 = Partially Correct/ Incorrect

10 = Strongly Agree

Do This:
Score each row, add the two columns, divide each by 5. Below 6 = fix before scaling further.

Elements	Description	Score (1–10)	Utilisation
Leadership Buy-In/Active Support	Senior leaders visibly sponsor change — attending ceremonies, removing blockers, and modelling the behaviours they expect.		
Leadership Behaviors/Change Champions	A structured approach to shifting mindsets at all levels, underpinned by coaching, role modelling, and consequence management.		
Innovation Pilots	Time-boxed experiments testing new ways of working at safe-to-fail scale before enterprise roll-out — with permission to learn.		
Communication and Engagement	Compelling and robust two-way channels — town halls, pulse surveys, and manager cascades that explain the why, not just the what.		
People/Mindset Centric OKRs	Objectives that explicitly track culture, engagement, psychological safety, and growth mindset — not just financial outputs.		
Total		Sum ÷ 5	Sum ÷ 5



Step 3: *Hands* on change

Organisations with mature agile operating models are 1.5x more likely to outperform financially, with 20–30% lower delivery costs



Hands

Scoring Key:
1 = Strongly Disagree

5 = Partially Correct/ Incorrect

10 = Strongly Agree

Do This:
Score each row, add the two columns, divide each by 5.

Elements	Description	Score (1–10)	Utilisation
Operating Model Fluidity/Collaboration	Structures and roles that flex with demand — breaking silos and enabling cross-functional delivery at pace.		
Adaptive Ways of Working/Capability Building	Embedding agile and lean practices across teams, with skills and habits to sustain them without external support.		
Governance that Enables	Decision-making frameworks and forums that accelerate delivery rather than bottleneck it — with clear accountability.		
Robust Tooling and Automation	The right technology / AI stack to remove friction, surface real-time data, and automate repetitive tasks.		
Metrics on Demand	Dashboards giving leaders and teams instant visibility into performance and outcomes — without waiting for monthly reports.		
Total		Sum ÷ 5	Sum ÷ 5



Bringing it All Together

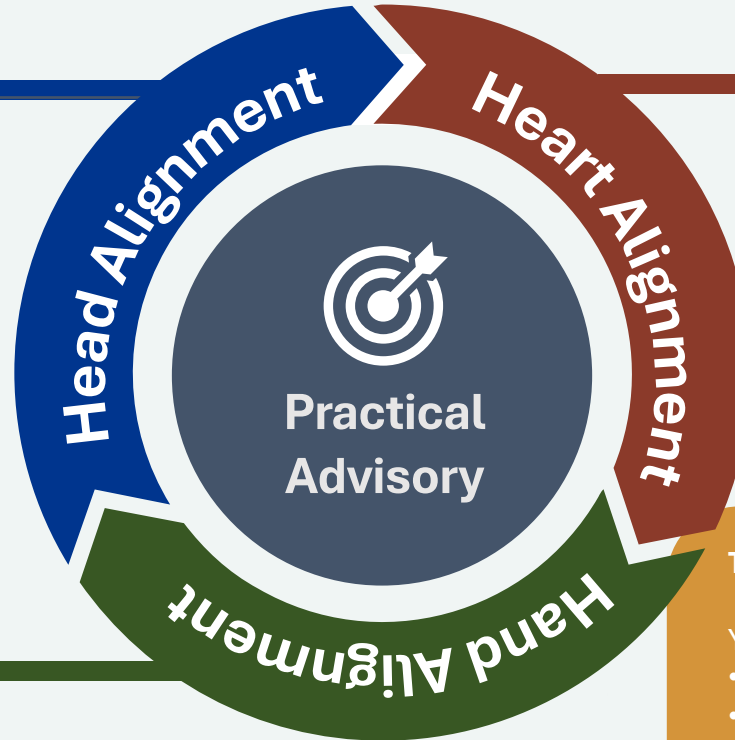
Transformation only works when Head, Heart and Hand align. These pieces must be in place, but you will also need support to drive it with precision and passion

Head Alignment

- ▶ Strategy is clear, funded, and connected to daily work
- ▶ Benefit case actively tracked — value over activity
- ▶ OKRs cascade from ambition to team-level outcomes
- ▶ Portfolio prioritised ruthlessly against strategic intent

Hand Alignment

- ▶ Fluid operating model with cross-functional collaboration
- ▶ Agile ways of working embedded with real capability building
- ▶ Governance that removes blockers rather than creating them
- ▶ Tooling, automation and real-time metrics enable delivery



Heart Alignment

- ▶ Leaders visibly model the change they require from others
- ▶ Culture, values and behaviours aligned to strategic ambition
- ▶ Structured change management embedded at every level
- ▶ People OKRs measure mindset shift, not just output

Take your three average scores (sum ÷ 5).

Your lowest H is your transformation risk.

- **Lowest score = Head** → value problem
- **Lowest score = Heart** → adoption problem
- **Lowest score = Hands** → execution problem

Scores above 8 → scale with confidence

Any score below 6 → fix before accelerating

FUTURE STATE OF YOUR TRANSFORMATION

80%

Higher Transformation Success Rate

Jumping out!



Tips for the journey

- Understand the transformational success blueprint
 - Heads
 - Hearts
 - Hands
- Understand the stakes of Transformation done Wrong vs. Right
- *Avoid: Successful Surgery, Dead Patient*
- Ensure you have experts to these approaches are rightly applied

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